

**Greener NCL: Our plan to  
improve health and wellbeing  
through sustainable  
healthcare**

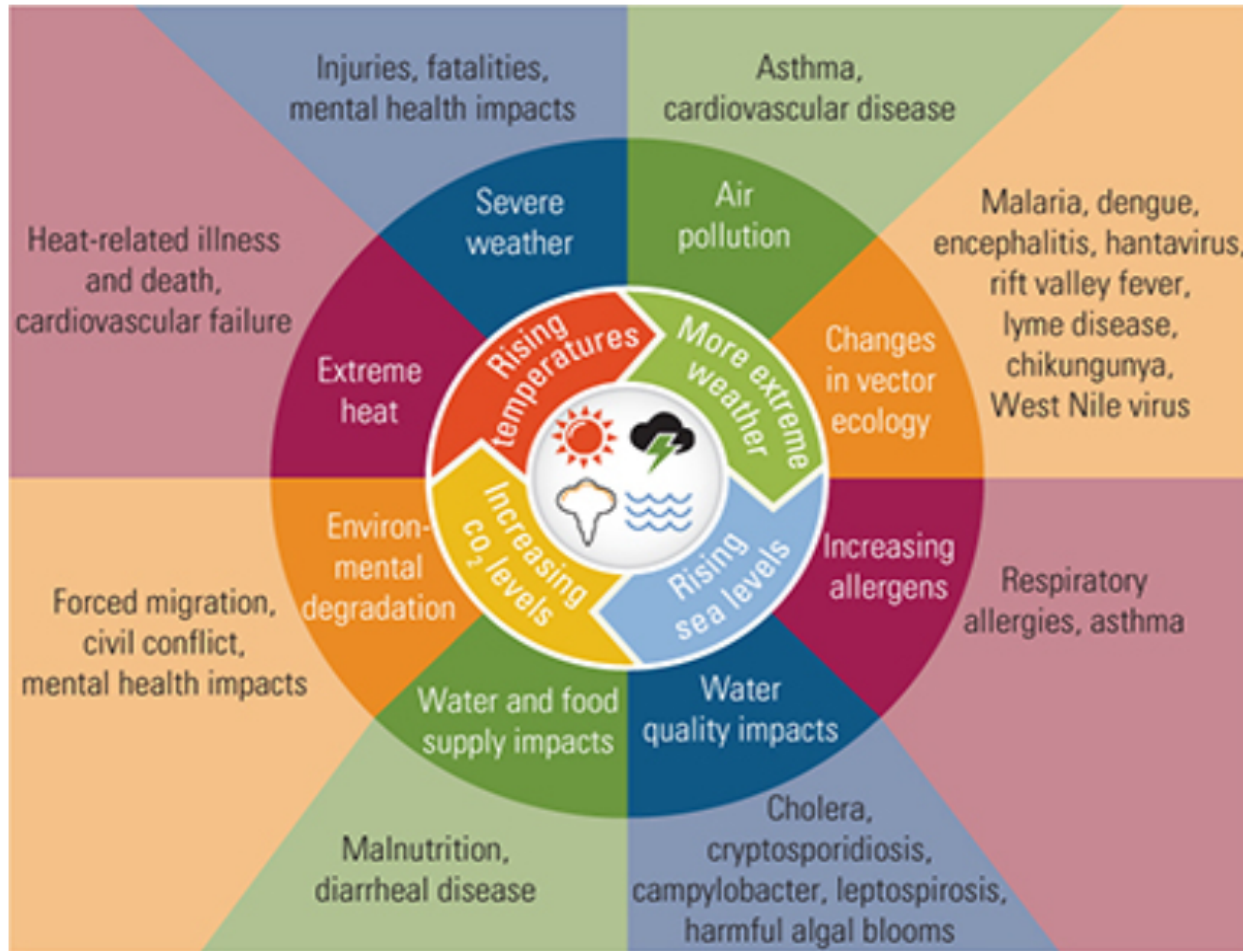
# Contents

- Background & overview of climate emergency relevant to health & NHS responsibility and plans
- Overview of our programme
- Overview of London & UCLP working
- Reflection & discussion
- Appendix: overview of latest highlight report (December 2022) for noting unless there is interest in a particular area of the plan



# Background

# Addressing health inequalities



Air pollution is the single greatest environmental threat to human health in the UK, accounting for 1 in 20 deaths.

The UK heatwaves of 2020 claimed more than 2,500 lives. Nine of the hottest years on record occurred out of the last ten.

Reducing emissions will mean fewer cases of asthma, cancer and heart disease.

50% deaths in deprived areas are avoidable; Black communities more likely to die prematurely from preventable causes.

Air pollution at high levels across London; Fuel poverty highest in Enfield & Haringey

c. 25% children in London are obese by the time they leave primary school; Enfield at 27%.

Those living w/serious mental health illness & learning disabilities experience large inequalities, as do the homeless

# NHS and the Climate Emergency



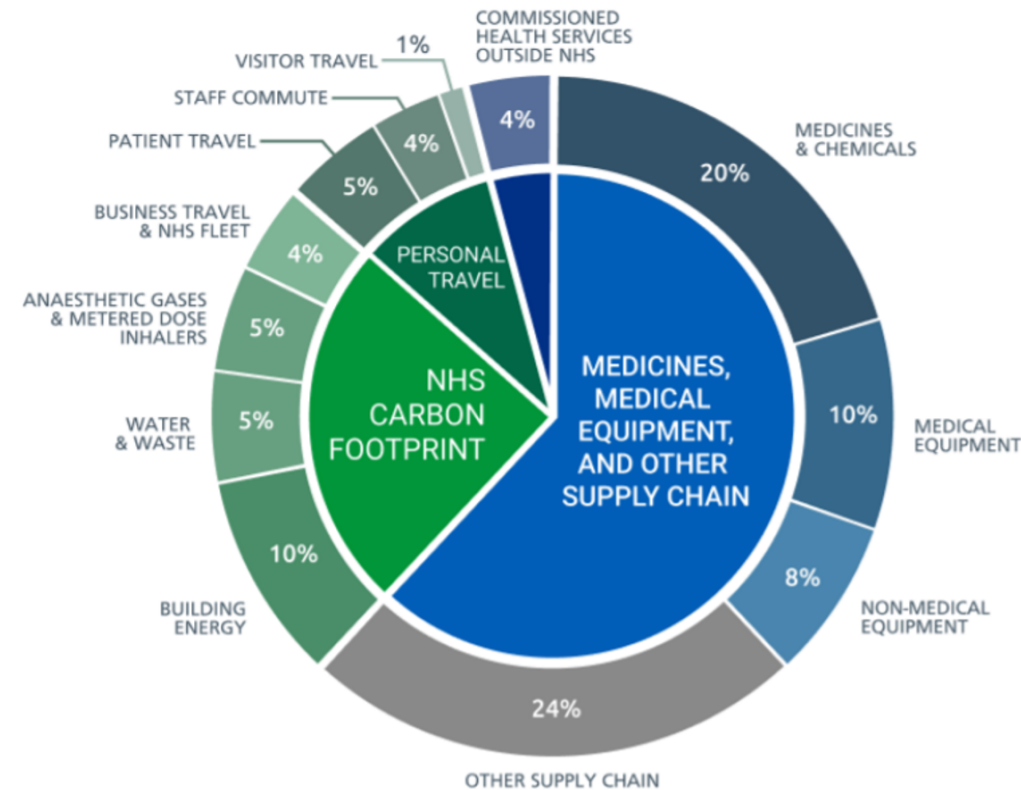
The NHS is currently responsible for **4%** of England's carbon footprint.

National Greener NHS plan launched October 2020:

- For emissions **controlled directly** by the NHS (NHS Carbon Footprint), **net-zero will be reached by 2040**, with an ambition to reach an 80% reduction by 2028 to 2032;
- For the emissions that the **NHS can influence** (NHS Carbon Footprint Plus), we will **reach net zero by 2045**, with an ambition to reach an 80% reduction by 2036 to 2039

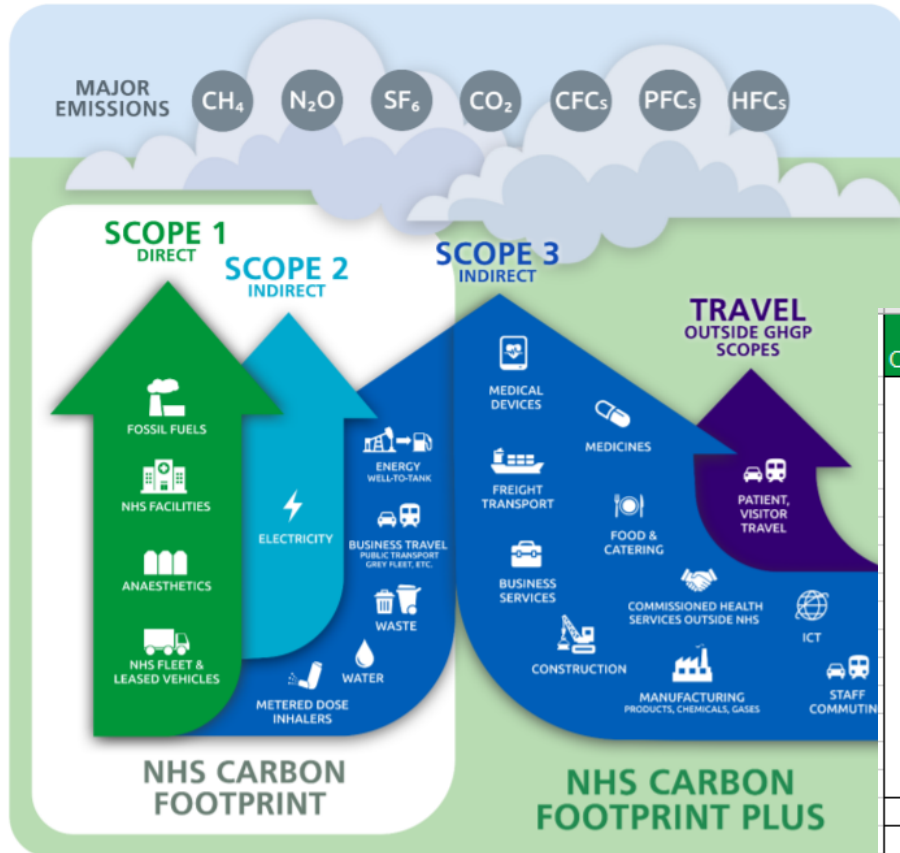
**Earlier action against these targets will result in greater impact over a longer time-horizon**

**Figure 2: Sources of carbon emissions by proportion of NHS Carbon Footprint Plus**



- Trusts required to sign-off Green Plans by January 2022
- ICSs required to sign-off the system Green Plan by March 2022

# Current NCL NHS Carbon Footprint



Carbon Footprint / Plus	Section	Area	Emissions Scope	Emissions (tCO <sub>2</sub> e)
Carbon footprint	Medicines	Anaesthetic gases	Scope 1	10,760
		Metered Dose Inhalers	Scope 3	18,300
	Estates and facilities	Coal	Scope 1	0
		Coal	Scope 3	0
		Electricity	Scope 2	34,970
		Electricity	Scope 3	6,060
		Gas	Scope 1	56,780
		Gas	Scope 3	7,090
		Heat and steam	Scope 2	470
		Oil	Scope 1	1,710
		Oil	Scope 3	320
		Waste	Scope 3	6,010
	Water	Scope 3	1,650	
	Travel & transport	Business Travel	Scope 3	27,270
NHS Fleet		Scope 1	7,360	
<b>Carbon Footprint Total</b>				<b>178,750</b>
Carbon footprint plus	Supply chain	Business services	Scope 3	98,810
		Food and catering	Scope 3	46,980
		Medicines and chemicals	Scope 3	158,120
		Medical equipment	Scope 3	70,620
		Construction and freight	Scope 3	65,800
	Travel & transport	Non-medical equipment	Scope 3	94,920
		Patient travel	Scope 3	32,930
Commissioned health services outside NHS	Visitor travel	Scope 3	9,620	
	Staff commuting	Scope 3	35,110	
<b>Carbon Footprint Plus Total</b>				<b>820,150</b>

All values in tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e) and are rounded to nearest 10 tCO<sub>2</sub>e.



# Programme & Plans

NCL Trusts

NCL ICS

ICB

London Region

UCLP

# Our Greener NCL Programme

## Key roles in NCL:

### Senior Responsible Officer:

- Paul Fish, Chief Executive, RNOH

### Primary Care leads:

- Vacant

### Secondary Care lead:

- Mark Harber, Consultant Nephrologist, RFL

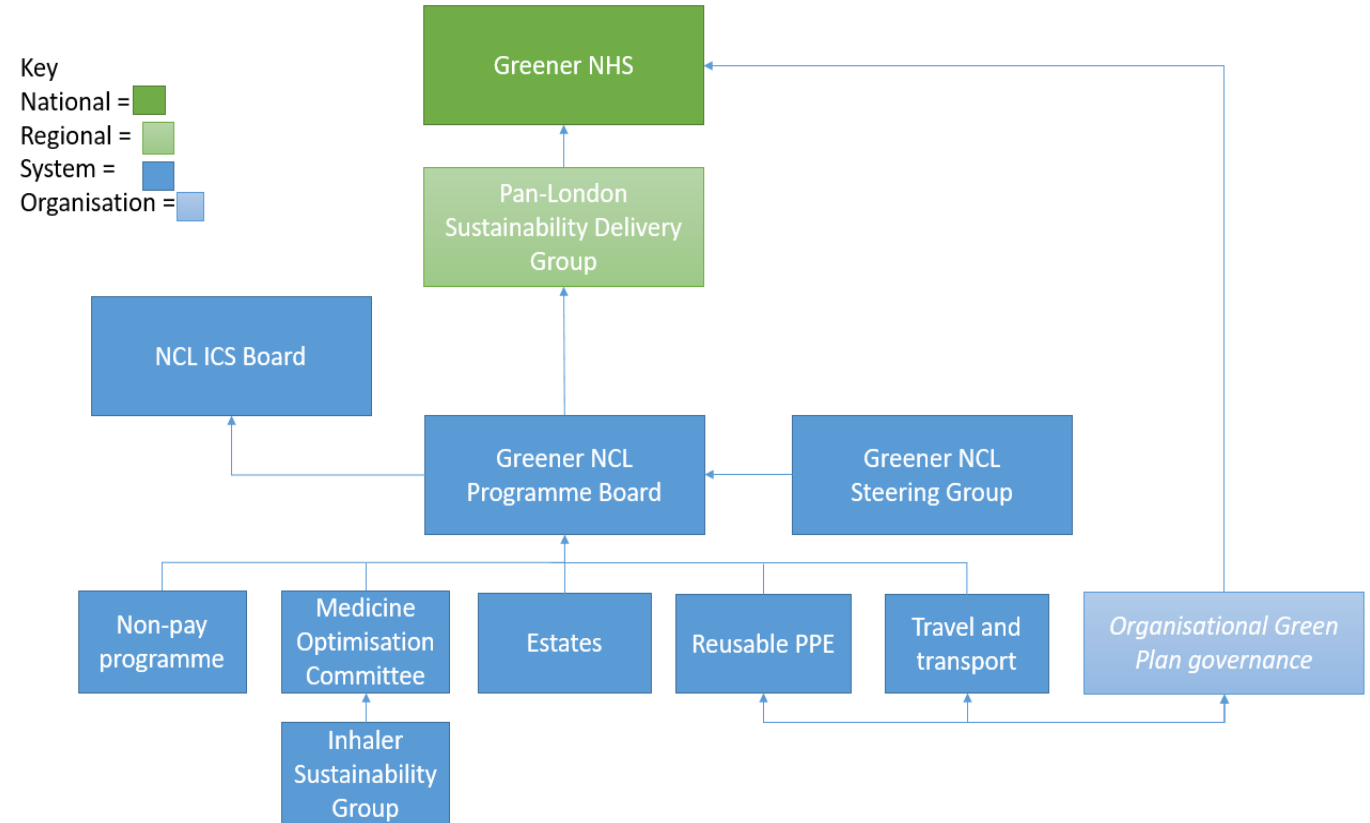
### Programme lead:

- Zoë Garbett, Communities Team NCL ICB

### Communication Lead:

- Chloe Morales-Oyarce, NCL ICB

Existing subgroups have been created to support the key priorities, others continue to be developed



- Greener NCL monitoring: quarterly
- MOU from NHSE to regional for delivery
- Quarterly regional programme boards



# Overview of targets for 22/23

- Significant increase in workforce understanding and engagement with the agenda
- Roll out of training for primary care on safe and appropriate inhaler prescribing. DPIs as a total of inhaler use from 19.8% to 30%
- Desflurane less 5% overall use
- Reduce nitrous oxide use by 40%
- All organisations to have long-term climate change adaptation plans
- All trusts to have travel plans for significant increase shift to active / public transport
- Dockless bike network with safe cycle routes, cycle-to-work leads & schemes
- 90% vehicles are LEV (low emission vehicles) inc. 5% ULEV & ZEV (zero emission vehicles)  
Only ULEV and ZEV available on staff salary sacrifice scheme
- All trusts to have renewable energy  
6 / 10 trusts switched to all LED lighting
- 10% social value (inc. sustainability) in all procurements
- Procurement teams to identify ss suppliers requiring a carbon reduction plan to equality for NHS contracts (over £5m annual)
- Phase out fuel oil as primary heat source (secondary care) – business case for removal
- All new builds and retrofits over £15m are compliant with the Net Zero Hospital Buildings Standards (due to be published in Q1 22/23)
- Progress to reduce office paper and have all recycled paper (longer target, 2025)

Key:  
Black text: ICS Green  
Plan & National target  
Blue text: National target

# NCL Capacity & Priority work (Baringa)

## Background

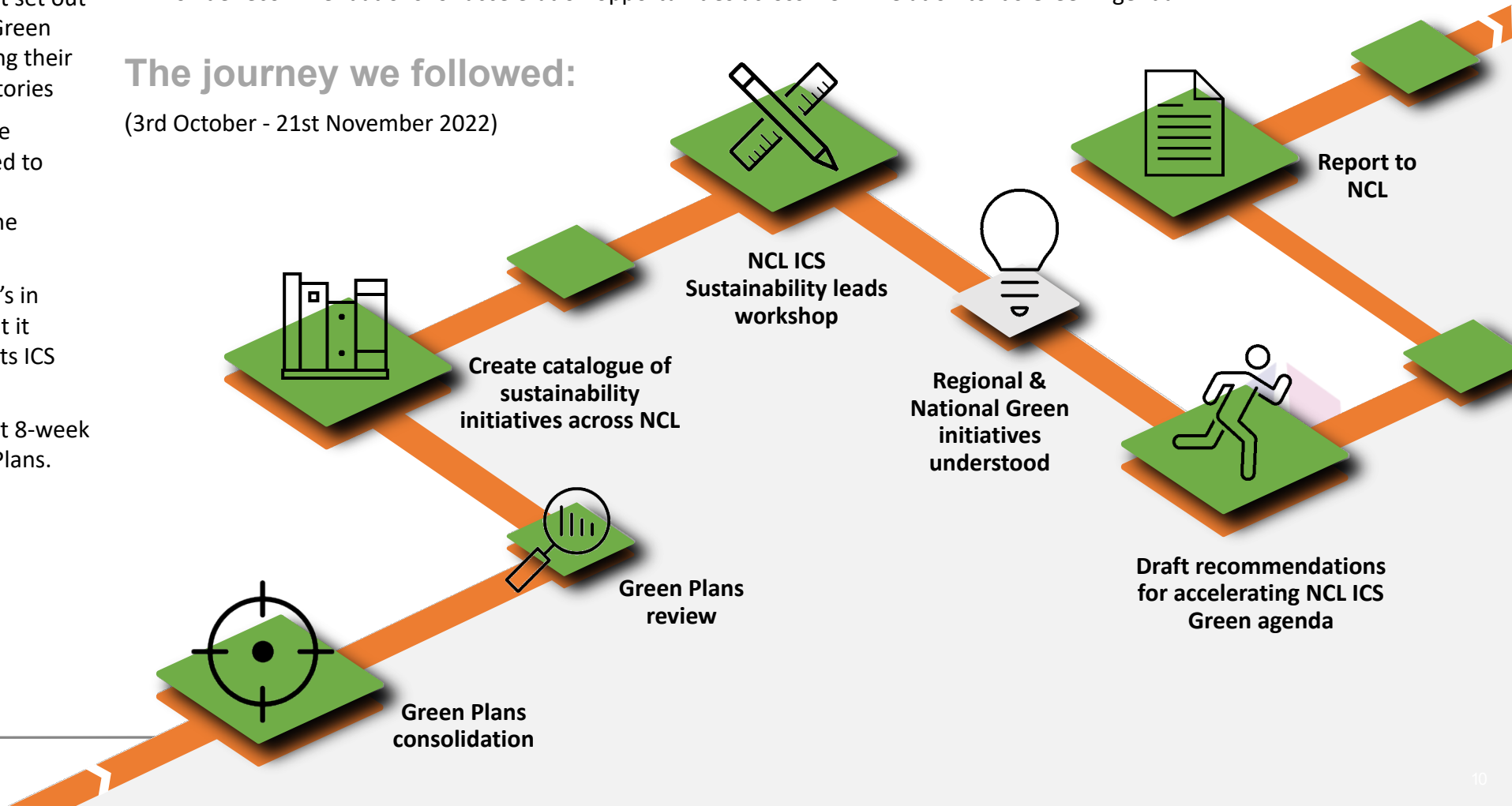
- To support the co-ordination of carbon reduction efforts across the NHS and the delivery of its national 2020 strategy, 'Delivering a net zero NHS', the 2021/22 NHS Standard Contract set out the requirement for trusts to develop a Green Plan to detail their approaches to reducing their emissions in line with the national trajectories
- Given the pivotal role that integrated care systems (ICS) play, this has been expanded to include the expectation that each system develops its own Green Plan, based on the strategies of its member organisations
- North Central London ICS, one of five ICS's in London, was keen to determine ways that it could prioritise its Green Agenda within its ICS and across its member trusts.
- Baringa were brought onboard for a short 8-week pro-bono project to review NCL's Green Plans.

## The aim of the project was to:

- Review NCL's Green Plan and the Green Plans for the 11 member trusts
- Determine gaps in implementation of the Green Plans across the ICS compared to NHSE guidance
- Provide recommendations for acceleration opportunities across NCL in relation to it's Green Agenda

## The journey we followed:

(3rd October - 21st November 2022)



# Summary of plans



High Coverage	Estates & Facilities	<ul style="list-style-type: none"> <li>The sub theme of 'Energy' has the highest volume of initiatives across all 12 plans. However the type of initiative varies e.g. 8/12 plans include initiatives on LEDs, but only two mention heat pumps</li> </ul>
	Supply Chain & Procurement	<ul style="list-style-type: none"> <li>The majority of plans mention collaboration with other NCL members but only four mention PPS, LPP, PPP, or NHS Supply Chain</li> <li>Establishing minimum standards for suppliers are only mentioned by three plans</li> <li>Explicit CO2 reduction targets for procurement are only mentioned by one plan</li> </ul>
Medium Coverage	Travel and Transport	<ul style="list-style-type: none"> <li>Local measures, such as increased cycling, are included in ten plans and eight of the trusts include higher impact initiatives such as fleet electrification</li> </ul>
	Workforce & System Leadership	<ul style="list-style-type: none"> <li>The majority of trusts have a sustainability network and designated champions in place but there are varying levels of available employee training and local engagement</li> </ul>
	Sustainable models of care	<ul style="list-style-type: none"> <li>8/12 plans include measures on providing care closer to home but a minority currently work with local partners or offer local community hubs</li> </ul>
Low Coverage	Digital Transformation	<ul style="list-style-type: none"> <li>Digital Transformation has the highest number of gaps across Green Plans with no mention of the lever from five trusts</li> <li>Only two trusts mention carbon implications relating to data and data storage</li> </ul>
	Medicines	<ul style="list-style-type: none"> <li>Medicines is not mentioned as a sustainability lever by four trusts</li> <li>Only one plan outlines measures beyond reducing inhalers and desflurane</li> </ul>
	Food & Nutrition	<ul style="list-style-type: none"> <li>Reviewing catering suppliers or including packaging and waste requirements are only mentioned in three plans</li> <li>Less than half the plans include initiatives on locally sourced food and healthy menus</li> </ul>
	Adaption	<ul style="list-style-type: none"> <li>Five of the plans include measures to engage staff and communities with awareness of climate change effects however only two include specific mitigations beyond future risk assessments</li> </ul>

## Prioritised Recommendations for NCL

### Recommendations

- Utilising the insights from the NCL Green Plan review we have prioritised a set of recommendations across each 'Green Theme' for NCL to consider to help accelerate their implementation.
- The recommendations have been chosen from a long-list of potential 'carbon-levers' that we have seen being deployed cross sector.
- The recommendations are split between 'Quick Wins' and 'Medium term, high impact' defined as:
  - Quick Wins** - The solution is available and well understood within the market. Delivery will need streamlining and coordinating to drive progress but is mainly dependent on capacity.
  - Medium-term, high impact** – The solution is more complex and disruptive. Analysis and pilots required prior to roll out.
- The recommendations are also segmented by the scale on which they should be implemented defined as:
  - Local Trust Level
  - ICS Level
  - Regional
  - National Level

### Top 20 Carbon Reducing Initiatives and Coverage Across Trust Plans

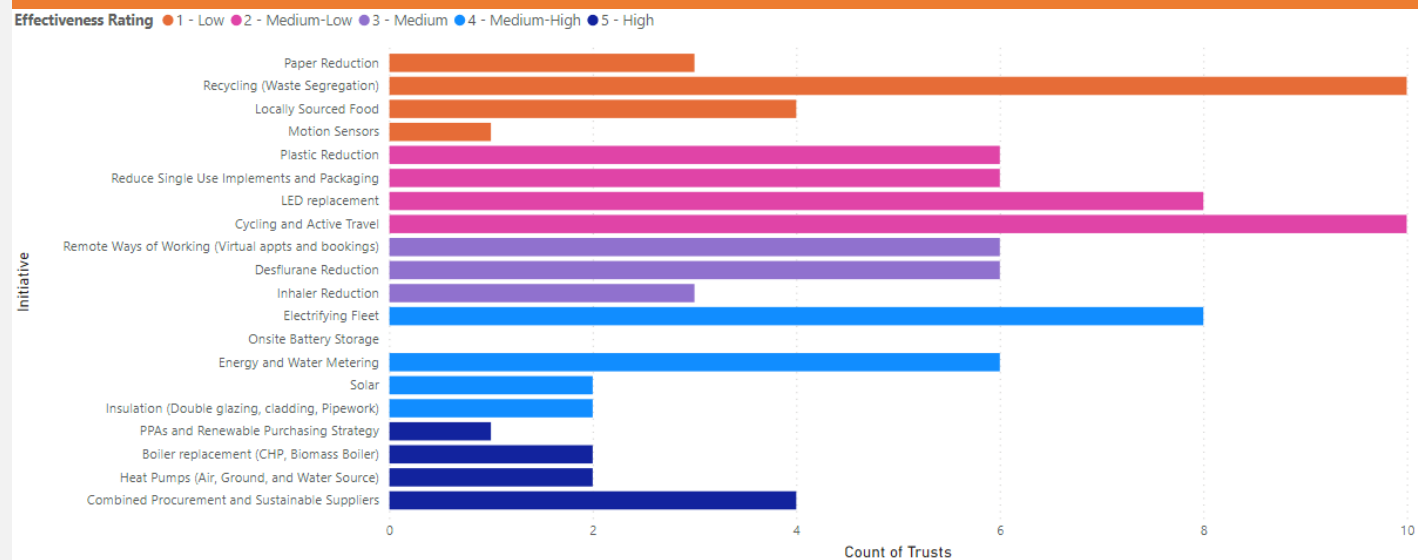


Fig. 2. Top 20 Carbon Reducing Initiatives and Coverage Across Trusts

The table above demonstrates the 'Top 20' Carbon reducing initiatives within NCL's Green Plans. It has been categorised by 'impact' of the initiative and coverage of the initiative within the Green Plans. The graph demonstrates that there is 'low coverage' across NCL for some of the highest reducing carbon initiatives

# Executive summary of findings

- The ICS and trust level green plans demonstrate the North Central London have made significant progress in identifying carbon reduction initiatives. We believe that moving forward, NCL will need to introduce greater levels of collaboration and centralised governance over the continued development and implementation of the green plans.

## Today

## Tomorrow



### Data

No single source of the truth to guide NCL level decision making and resource allocation resulting in fragmented delivery and an inability to accurately track implementation and benefit realisation



A single **'Sustainability Data' home** for the ICS holding information on:  
1) resource allocation 2) Carbon foot-printing and tracking and sustainability spend. Data used to inform and drive ICS wide decision making through updated Governance. One data return from NCL as opposed to 11 trust returns



### Procurement

No consistent and consolidated view of buying requirements across Trusts and primary care resulting in no clear supply chain strategy



Develop a **single sustainability and quality of care optimised supply chain and procurement strategy**. The strategy should be based on ICS level procurement spend analysis with a view to consolidating spend, challenging 'what' is being bought to minimise procurement volume and implementing the appropriate route-to-market based on category requirement e.g. Local, ICS, regional or national buying



### Collaboration

NCL has taken a bottom-up approach to collaborating in Green development and delivery. This work has been led by a coalition of the willing and has resulted in good progress, especially in the Estates and Facilities theme



Collaboration should involve all Trusts - initiatives to collaborate on should be **decided at an ICS level** and introduced in a waved approach e.g. test collaboration on one ICS-wide initiative before expanding to a second e.g. ICS sustainable procurement review



### Governance

Each Trust has their own governance model with decision making sitting at Trust level. Feedback is that there are 'too many meetings to attend, often with patchy attendance'



**Decision making for NCL ICS Green Implementation should sit at the ICS level** with a 'pooled sovereignty' approach e.g., doing the best for the ICS collective rather than for each individual trust



### Resource

Resource allocation is varied across the ICS from full time roles to part time roles & side of desk implementation. Feedback from Sustainability Leads is that NCL should try to tackle the issues from a 'top-down' level rather than in a fragmented approach to reduce the duplication of effort and focus the implementation



NCL should consider the implementation of a **'lead trust'** for each longer term initiative. The role of the lead trust would be to pilot the initiative on behalf of NCL ICS and feedback feasibility for implementation for NCL to consider before recommending adoption across the ICS e.g. UCLH on reusable PPE, a focus on Primary Care



### Funding

Funding is limited and allocated at a Trust level meaning a mixed approach and ability to Green implementation across NCL ICS



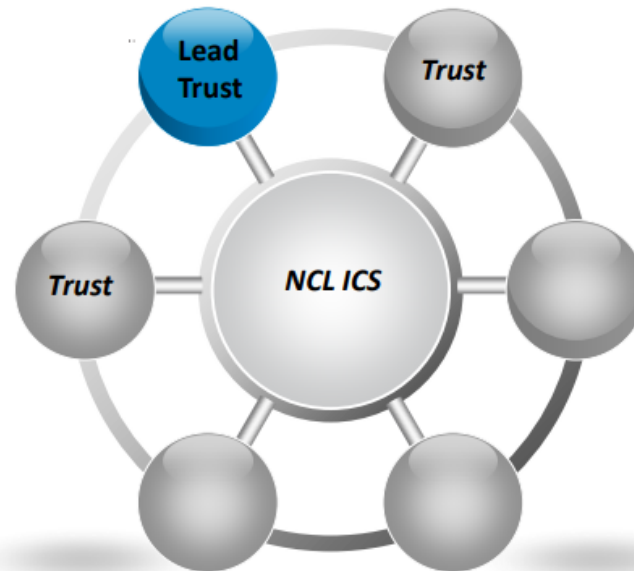
Sustainability funding and grant application is **'pooled' and managed at an NCL ICS level** allowing allocation to the carbon initiatives that will achieve the greatest outcome for NCL's net zero agenda

# NCL ways of working

NCL should consider the implementation of a 'lead trust' hub and spoke model for each longer term initiative in order to reduce duplication of effort and focus implementation on high-impact, carbon-reducing initiatives

## Lead Trust Model Approach

- NCL ICS choose the high-impact carbon lever to test and implement. A 'Lead Trust' is chosen by NCL ICS to own the pilot
- The role of the 'Lead Trust' would be to pilot the initiative on behalf of NCL ICS and feedback feasibility for implementation for NCL to consider before recommending adoption across the ICS e.g. UCLH on reusable PPE
- Sustainability resources across the NCL network could be 'deployed' to work on the pilot
- This is an outcome driven rather than process driven team



## Benefits

- This agile initiative allows a 'fail fast' approach for incremental development and to determine the value of investment at trust and ICS level quickly
- Rolling out 'fail fast' pilots for carbon initiatives will help financial teams to understand the 'return on investment' quickly before scaling to an ICS wide initiative.
- This approach reduces duplication of effort for each trust and drive collaboration
- Collaboration will focus effort and accelerate green targets for NCL in a 'one team' approach

The overview of the lead role:

- Permission / authority to lead on behalf of NCL
- Pulling together groups to lead the work
- Authority to set direction for the system
- Permission to be innovative to achieve goals and to take a 'fail fast' approach of trailing for the system and sharing learning
- Respond to questions from other trusts to support implementation across the system
- Represent NCL in regional / national related work.

- Reusable PPE: UCLH
- Staff & patient travel
  - Active travel – North Mid
  - Staff travel – CLCH
  - Patient transport / fleet – ICB
- Medicines waste & wider medicines priorities – GOSH, support from UCLH and sharing from RFL



# NHS London Sustainability team



North Central London  
Integrated Care System

London Region sustainability team are supporting ICSs and Trusts with a focus on four areas

**NOTE:** Regional targets and focus currently under review

Area of support	Work to date
<b>1. Travel and transport</b> Support to decarbonise transport fleet, to reduce unnecessary patients journeys and to enable active patient and staff transport	<ul style="list-style-type: none"><li>• Established active travel group for London involving GLA, TFL and ICSs</li><li>• Supporting NHS consultation for ULEZ expansion</li></ul>
<b>2. Reducing utilisation of anaesthetic gases</b> Focus on desflurane and nitrous oxide which are potent greenhouse gases	<ul style="list-style-type: none"><li>• Running workshops and facilitating shared learning across Trusts</li></ul>
<b>3. Reducing carbon footprint of suppliers</b> Supporting Trust procurement teams to begin to implement NHS net zero supplier roadmap	<ul style="list-style-type: none"><li>• Created a Social Value toolkit to support the uptake of the pan-London Social Value approach</li></ul>
<b>4. Improving local air quality</b>	<ul style="list-style-type: none"><li>• Developed toolkit for clinicians to help them talk with patients about the impact of air quality and work with the GLA to support their work</li></ul>

# UCLPartners sustainability work

UCLPartners through Trust engagement has identified gaps where we can best add value which is complementary to these other offers

Available to all trusts to participate in

Area of support	Work to date
1. Supporting Trusts to secure cheaper and more renewable energy through <b>Power Purchase agreements</b>	We are acting as a critical friend to interested NHS Trusts in our geography as they explore, scope and procure PPAs. We draw in independent pro-bono advice and expertise from industry
2. Building Trust estates teams <b>retrofitting</b> expertise	We are running a pilot with two NHS estates teams where they have access to a retrofitting advisory panel who will co-design a package of capability building support. We will also support these teams to pick and choose between industry retrofitting solutions
3. Facilitating <b>NHS-academic collaborations</b> around net zero health care	Facilitating rapid research collaborations around sustainable buildings between Trusts and local academics with Greener NHS funding
4. Building Trust capability to <b>measure their carbon emissions</b>	Providing specialist training and free access to a carbon measurement platform for interested Trusts
5. Building exec board expertise to incorporate <b>carbon into decision making</b>	Designing and facilitating a workshop for the NCL ICS executive on how to incorporate carbon into decision making which will then iterate and roll out  We are then developing a set of resources and training for commissioners on how to incorporate carbon impact into business cases



# Appendix

- Highlight report from Dec 2022 – for noting





# Greener NCL Programme Report November / December 2022

Targets to be delivered in year one are RAG rated in terms of their likelihood to be delivered within their timescale

Targets beyond year 1 are not RAG rated

See slide 28 for glossary

# Our people



Action	Timescale (& RAG)	Update (Nov 22)	Update (Nov 22)	Lead
Create engaging content about the programme to share with staff across NCL	6 months	April 2023	Workforce programme under review whilst People Strategy is developed and agreed (Workforce PMO will provide ad hoc updates as required but no established reporting and comms rhythm agreed yet)	Lauren Gillings
Develop communication plan including developing content to share with staff, events	6 months		Sustainability to be included as a theme in the NCL People Comms plan; Comms plan under development to align with strategy launch.	
Provide Trusts and NCL organisations with wording on our sustainability values, to include as part of adverts for new roles.	Year 1	Update following meeting with NLP SS on likely timeframes [meeting date TBC – target: before Christmas]	ZG has drafted and shared with AB – inclusion in job ads to be discussed with Shared Services (as they list jobs and provide recruitment services across NCL trusts)	Ed Hime / Ali Burton
Add a focus on sustainability to processes that support our workforces as appropriate, for example to our staff annual appraisals, interview and induction.	6 months		For discussion with: internal <ul style="list-style-type: none"> <li>ICB HR (internal)</li> <li>NCL Shared Services (NCL ICS)</li> <li>HR Ds as Trust reps</li> </ul>	Ed Hime / Ali Burton
Provide learning, development and training opportunities so that our workforce has the knowledge and skills to deliver healthcare for financial, social and environmental sustainability. For example, the Centre for Sustainable Healthcare Environmentally Sustainable Healthcare Programme e-learning.	Year 1	Update in March 2023	TBC following People Strategy sign-off and further clarity on system / partner skills and training responsibilities	TBC
Support, engage and promote Sustainability Networks including within Trusts, Greener Practice (for primary care) and Pharmacy Declares	Ongoing	Ongoing		All
Working with volunteer management services, create a network of volunteer climate advisors to support staff to reduce their own domestic carbon footprint	6 months	April 2023	RF Charity have established a network of volunteers to deliver advice to staff. Working on session for primary care staff. Learning will be shared with other NCL trusts.	Greener NCL Programme Lead



# Models of care (inc. digital)

Action	Timescale (& RAG)	Lead	Update
Share best practice prevention examples and scale-up where possible	Ongoing		
Increase the number of patients utilising safe management tools to support them in managing their own health	Year 2		Not due yet
Supporting patients to optimise their health whilst on elective waiting lists to optimise recovery and reduce elective length of stay, and avoid unnecessary on the day cancellations	Ongoing		
Develop a model for delivering virtual/remote care across primary, secondary and community services within the ICS with Net Zero principles in mind	Ongoing		
Develop diagnostic services closer to peoples home to support faster diagnosis and reduced patient travel	Ongoing		
Increase utilisation of remote monitoring to support step up/step down models of care	Ongoing		
Consider sustainability in Prescribing Policies to support care closer to home	Year 2		Not due yet
Utilising, where possible, Green methods of transport where staff travel or transportation of equipment to and from patients homes is a requirement of the service.	Ongoing		Trust healthier future action fund applications.

A lot of this work is business as usual within the ICS in terms of development programmes – narrative of sustainable healthcare principles needs to be stronger.

Working with UCLPartners on a review of outpatient models

The Long Term Conditions Locally Commissioned Service for primary care is in line with the principles of sustainable healthcare, focusing on prevention and lean use of resources. Discussions have taken place look at further opportunities for sustainable delivery.



# Travel & transport

Action	Timescale	Lead	Update
Active travel mapping available to all primary and secondary care sites	Year 1	Greener NCL	Modeshift commissioned. Trusts working on this. Primary care limited capacity
Work with councils, cycle providers and cycle leads to establish safe cycle routes for staff and patients	6 months	Trust leads	Modeshift resources provided.
Create non-dockable e-bike parking on or close to all NHS properties in NCL	Year 1	Trust leads	BEH est. at one site. GOSH establishing. Then roll out.
Organise staff (including hospital, primary care, pharmacy) events on cycling to introduce / refresh people's skills, confidence and knowledge of what is available to help	Year 1		<i>No capacity currently</i>
Increase salary sacrifice schemes to increase funding for bikes to £5000 to include electric bikes	Year 1	Trust leads	Shared RFL best practice. ICB scheme under review.
Consider alternative travel for primary care staff including pooled electric bikes and cars to change travel once at work	Year 1		<i>No capacity currently</i>
Review salary sacrifice schemes so that they are only applicable for the purchase of hybrid or electric vehicles	Year 1	Trust leads	Shared RFL best practice.
Review collective procurement route for electric vehicle charging	Year 1		<i>Huge potential but no capacity to look at currently</i>
Transition to 90% fleet to be ultra-low emission and zero-emission vehicles for owned and leased fleets	by 2028		Not due yet.
Review contracts for patient transport for opportunities to move to electric fleet	TBC		<i>Need to identify lead</i>
Undertake an NCL Courier procurement for Provider Trusts, ensuring at least 10% sustainability and social value weighting is included. Commence contract implementation and monitoring using the social value monitoring tool.	Year 1	Procurement	Included with climate emergency response as a mandatory indicator.
Undertake an NCL Taxi procurement for Provider Trusts, ensuring at least 10% sustainability and social value weighting is included. Commence contract implementation and monitoring using the social value monitoring tool.	Year 1	Procurement	Included with climate emergency response as a mandatory indicator.
Consider potential for cycling supply deliveries in primary care	Year 2		Not due yet.
Develop a supply and distribution model within NCL via the Distribution and storage Hub at Unit 2 Chalk Mill Drive	Year 1	Procurement	V good progress. 4 NCL Trusts consolidated NHS Supply Chain deliveries via hub, releasing 2 NHSSC vehicles per day from the road. On track to complete all NCL Trusts by the end of year.
Implement hospital Electronic Prescription Service	Year 1		
TBC - Consider ban on funding non-essential flights, any flights to be carbon offset with immediate effect	TBC		<i>To be discussed further</i>
TBC -Total ban on idling at all sites and implement clean air zones	TBC		<i>To be discussed further</i>



# Medicines

Action	Timescale	Lead	Update
Work with trusts with >5% desflurane use, sharing practice from other trusts to bring all use in all trusts to <5%	Year 1	Medicines Optimisation	Latest data (July '22) at 1.9%. All Trusts (except one) used <5% in July 22. The general trend is an overall decrease in volatile anaesthetic gases in NCL. We did note sporadic/ ad-hoc usage of desflurane, but recognise this would happen (we were informed anaesthetists do prefer desflurane in bariatric patients)*
Work with trusts to reduce nitrous oxide use by 40%	Year 1	Medicines Optimisation	No improvement yet in NCL (increase by 2.7% in 2021/22 compared with 2018/19). Some reduction in surgical units, though increases seen in maternity and A&E units. Requires further work and sharing of information across the network. To escalate to regional Greener NHS team for support.
Reducing the over-prescription of salbutamol inhalers by optimising adherence to preventer inhalers and improving inhaler technique	Year 1 - 3	Medicines Optimisation	A re-focused Sustainable Inhalers Group has been formed and an updated workplan has been drafted (which includes work to deliver the NHSE MOU). Asthma guideline has now been completed to compile list of formulary options to enable change in primary care. Latest data on IIF indicators shows a general reduction in carbon footprint relating to salbutamol devices; more work required in reducing MDI prescribing of non-salbutamol devices
Rationalising several separate inhalers to a single fixed combination inhaler			
Increasing the frequency of the greener disposal of used inhalers	Year 1 - 3	Medicines Optimisation	
Link with work on clinically appropriate de-prescribing and polypharmacy to capture sustainability outcomes	Year 1	Medicines Optimisation	NCL Overprescribing Group working on this with UCL Partners and is a theme for discussion at December's Greener NCL Programme Board.

\*Although desflurane use is small in each Trust, it still equates to a significant proportion of the overall carbon impact from volatile gases. However, as usage of desflurane is <5%, the overall carbon impact is still minimal.

Delivering education to primary care on inhalers to support the movement of patient choice to less carbon intensive inhalers where clinically appropriate

# Supply chain & use of resources (inc. waste)



Action	Timescale	Lead	Update
*10% sustainability and social value weighting in procurement exercises	6 months	Procurement	Ongoing with local procurement teams. Procurement working group under review.
Create an initial NCL ICS social value procurement framework for local adoption	Year 1	Procurement	Ongoing
*Commence engagement with local suppliers to understand the challenges they are facing, consider opportunities and build common purpose.	Year 1	Procurement	Embedded within procurement exercises as part of supplier engagement. De-prioritised for Q1-2 whilst the procurement team focus on embedding 10% sustainability and social value weighting in procurement.
Track use of recycled and non-recycled paper to support collaboration and action across NCL	Year 1	Procurement	Not started – to pick up in Q3. Regional work through LPP.
Consider trajectory for reduction and phase out of paper communication with the majority of patients (i.e. letters)	6 months		Not started
Switch to paper pharmacy bags	Ongoing		Not started
*Review opportunities to reduce single use plastics (clinical and non-clinical) and embed across all projects	Ongoing		Embedded within existing non pay consumable projects
*Commit to NHS Plastic Reduction Pledge			
Phase out plastic bottles for water unless health at risk (e.g. heat wave)	year 2		Not due yet
*Waste reduction schemes in Primary Care via repeat dispensing	Ongoing		NCL Overprescribing Group working on this
Implement an Inventory Management System within all acute Trusts to reduce excess stock and waste	year 2	Procurement	Good progress – 4 Trusts complete. Business cases completed for 2 other Trusts, one starting mobilisation. Further business case in development for additional NCL Trust.
Pilot the use of RFID solutions within two Trusts to aid medical device asset tracking	Year 1	Procurement	Good progress
*Implement a walking aid reuse policy and process across provider Trusts	Year 1	Trust Leads	ULCH pilot started. Whit pilot planned. LPP have scoped models to be agreed by systems.
Expand the current use of Warp-It to other providers and maximise opportunities through collaboration	Year 1	Procurement	Amendment to the plan – completing procurement due diligence before proceeding to ensure compliance
Develop and implement a harmonised NCL induction and refresher waste training package	Year 1	Procurement	Good progress
Scope the potential benefits for implementation of reverse vending in some acute Trusts and create a business case to implement	Year 1	Procurement	Completed – cost prohibitive. Agreed best option to pursue reverse vending when re-negotiating Soft Facilities Management contracts.



Action	Timescale	Lead	Update
*Improve energy efficiency and reduce energy usage – we will work with Boroughs and Practices to support building a baseline of energy data with Landlords against which to measure change	Year 1	Estates Delivery Team (NCL)	Not started yet. Need to identify funding for resource.
*Improve utilisation to ensure we have an estate no bigger than we need o Working with Primary Care Leads and PCNs to support the changes in working practice that will be needed o Conduct rigorous reviews of the need for additional space and ensure maximum flexibility in what is provided o Support Change Management, through identifying best practice and estate opportunities	6 months		PCN Infrastructure Review complete and presented to Greener NCL Programme Board for discussion in September.
Develop a matrix of sustainability interventions against considerations of costs, developer appetite, impact etc. required for Net Zero	Year 1		Part of the Draft Estates Development Toolkit – includes requirement for sustainable design
Influence third-party developers in the design of the buildings our Practices will fit-out and occupy.	Year 1	Estates Board	BREEAM Excellent already required for New Builds. For Refurbishments are Very Good
BREEAM excellent benchmark (secondary care current estate)	Ongoing		To identify SRO to lead
All new builds to meet BREEAM excellent benchmark (ambition)	Year 3		
Review of estate needs and consideration of sharing space with partners for borough based offices	Year 1		

## Business Climate Change (BCC) 2022

GPs in Camden and Islington can access free support to reduce their energy usage, energy bills and decarbonise their workplaces through the BCC. With rising energy prices, it is key for businesses to operate their workplaces more efficiently. NCL ICB Estates have a target of 10-15 practices per borough, each package of support has an estimated commercial value of £6k per practice.

Participating businesses will receive:

- A workplace audit and recommendations for key actions to reduce energy usage;
- Tailored trainings and engagement with peer businesses;
- Access to an online energy dashboard to track their data and;
- London Mayoral recognition.

## NCL ICB Estates Sustainability Checklist

NCL Estates have undertaken an assessment of key sustainability and green guidance to inform an estates 'baseline' checklist, which will quantify what level of estates intervention is 'required' and 'best practice' for future newbuild and refurbishment projects. This will both standardise and promote sustainable intervention in estates management.





# Green space & energy

Action	Timescale	Lead	Update
Provide additional resource to primary care to develop and share green space initiatives	6 months	Greener NCL Programme Lead	Healthier Futures Action Fund for 1 practice. Working with Barnet estates & VCS to scope potential & apply for funding
Work in partnership with NHS Forest and local authorities to increase green health routes and tree planting	Year 1		<i>Not started</i>
Reducing and stopping the use of herbicides and pesticides on NHS estate	Year 3		Not due yet
Install smart meters across estates	Year 3		Not due yet
*Focus on reducing usage	Year 3		Not due yet
*Significant switch to LED lighting	Ongoing	Estates Leads	6 trusts significant LED schemes in 22/23
Explore on-site energy sources	Year 3	Estates Leads	Some consideration being given, needs funding. Not due yet



# Food

NOTE



North Central London  
Integrated Care System

Action	Timescale	Lead	Update
*Set up catering / food subgroup to facilities procurement group to explore quick wins and projects	Year 1	Procurement	Lead stepped down so subgroup has not met.
Promoting 'food first' rather than oral nutritional supplementation	Ongoing		
Build into contracts a commitment to minimise food waste	Year 2		Not due
Secure additional funding for growing projects on primary and secondary care estate	Year 1	Greener NCL Programme Lead	Edible London working with NMUH.

# Adaptation

NOTE



North Central London  
Integrated Care System

Action	Timescale	Lead	Update
*Undertake climate risk assessments for all estates	Year 1	Trust leads	ZG trying to identify template & guidance from NHSE
Establish a network of Adaptation Leads across NCL	Year 1	ZG	ZG to establish once template & guidance received
Invest in both mitigation and adaptation technologies.	Year 2		<i>Resource issue + review after risk assessments</i>

Greener NHS Regional Team held a session on adaptation for ICS Leads, slides shared with trust leads.

# Glossary

BEH = Barnet Enfield Haringey Mental Health Trust

GOSH = Great Ormond Street Hospital for Children NHS  
Foundation Trust

ICB = Integrated Care Board

ICS = Integrated Care System

LPP = London Procurement Partnership

MOU = Memorandum of Understanding

NCL = North Central London

NHSE = NHS England

NLP SS = North London Partners Shared Services

RF Charity = Royal Free Charity

RFL = Royal Free London NHS Foundation Trust

UCLH = University College London Hospital NHS Trust